



Faculty of Cognitive Sciences and Human Development

**THE RELATIONSHIP BETWEEN E-LEARNING AND ORGANIZATIONAL
ENVIRONMENT ON TRANSFER OF LEARNING AMONG EMPLOYEES
IN PUBLIC SECTOR.**

NATASHA ANNE AK DANIEL

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TRANSFER OF LEARNING AMONG EMPLOYEES IN PUBLIC SECTOR

NATASHA ANNE AK DANIEL

(61714)

This project is submitted in partial
fulfilment of the requirements for a
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(2020)

The project entitled '**The Relationship Between E-Learning and Organizational Environment On Transfer of Learning Among Employees in Public Sector**' was prepared by Natasha Anne ak Daniel and submitted to the Faculty of Cognitive Sciences and Human Development in partial fulfillment of the requirements for a Bachelor of Science with Honours (Human Resource Development).

Received for examination by:



SHEILLA LIM OMAR LIM

Date: 20.07.2020

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I remember being of 18 years old and convinced that I knew pretty much everything and was basically always right but this dissertation has definitely taught me that there is always more to learn. I had learned in many ways (theoretically, empirically, methodologically, philosophically and statistically in my quantitative research. I could not have learned any of this without others around me. My supporters, my inspirations, my agitators, my supervisor and my friends. This is for them. Firstly, I want to thank God that I am able to complete my final year project. I thank Him for giving me the strength where I felt weak and discourage to do my work. I thank Him that I have a spirit and enthusiasm to complete my work even though during the hard time and whenever I felt burdened with my other assignments but, in the end of the day I am grateful that I still could finished my thesis successfully in the time given.

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ABSTRACT

E-learning is very important as an alternative for the delivery of knowledge or information with learning and training. E-learning is a method of delivery knowledge through an advanced technology such as internet and intranet. The purpose of this study is to identify the relationship between e-learning and organizational environment on transfer of learning among employees in public sector. The past researches were only focuses on the education centers and students, thus this study would focuses on the employees in public organization. Besides that, this study examines the relationship between e-learning on the (1) individual computer self-efficacy, (2) usability, (3) learner-instructor communication and (4) organizational environment in e-learning as independent variables and (5) transfer of learning as dependent variable. This study was to identify the dominant factor among the independent variables in e-learning which give impact on the transfer of learning. The study sample consisted of 200 employees in public sector organizations and the respondents was 82 respondents ($N = 82$) by using simple random sampling method. The data were analyzed by using the descriptive statistic, Pearson correlation and multiple regressions. The result showed that (individual self efficacy, usability, learner instructor communication and organizational environment) has a significant and positive relationship in e-learning and transfer of learning among employees in the workplace and it also shows the strength of relationship which is low and moderate relationship in e-learning and transfer of learning. The findings also showed that usability is the dominant factor in e-learning that affect the transfer of learning at the workplace.

Keywords: Individual computer self-efficacy, usability, learner-instructor communication, organizational environment, transfer of learning,

ABSTRAK

E-pembelajaran adalah sangat penting sebagai alternatif bagi penyampaian pengetahuan atau maklumat dengan pembelajaran dan latihan. E-pembelajaran merupakan satu kaedah pengetahuan penghantaran melalui teknologi canggih seperti internet dan intranet. Tujuan kajian ini adalah untuk menentukan e-pembelajaran dan persekitaran organisasi dalam pemindahan pembelajaran dalam kalangan pekerja di sector awam. Kajian-kajian yang lepas hanya memberi tumpuan kepada pusat pendidikan dan pelajar, dengan itu kajian ini akan memberi tumpuan kepada pekerja dalam organisasi awam. Selain daripada itu, kajian ini hanya akan memberi penekanan kepada (1) komunikasi komputer efikasi-kendiri, (2) kebolegunaan, (3) pelajar-pengajar dalam e-pembelajaran pembolehubah bebas, (4) serta persekitaran organisasi dalam (5) pemindahan e-pembelajaran. Kajian ini adalah untuk mengenal pasti faktor yang dominan di kalangan pembolehubah bebas dalam e-pembelajaran yang memberi kesan kepada pemindahan pembelajaran. Sampel kajian ini terdiri daripada 200 orang pekerja awam dan responden adalah 82 responden iaitu ($N = 82$) dengan menggunakan kaedah persampelan rawak mudah. Data dianalisis dengan menggunakan statistik deskriptif, korelasi Pearson dan berbilang terurus. Hasil kajian menunjukkan E-pembelajaran iaitu (individu computer efikasi-kendiri, kebolegunaan, komunikasi pelajar-pengajar, persekitaran organisasi, pemindahan pembelajaran) mempunyai hubungan yang signifikan dan positif dalam e-pembelajaran dan pemindahan pembelajaran di tempat kerja dan ia juga menunjukkan kekuatan hubungan yang hubungan rendah dan sederhana dalam e-pembelajaran dan pemindahan pembelajaran. Kebolegunaan merupakan faktor dominan dalam e-pembelajaran yang memberi kesan kepada pemindahan pembelajaran di tempat kerja.

Kata Kunci: Individu komputer efikasi-kendiri, kebolehgunaan, komunakasi pelajar-pengajar, persekitaran organisasi, pemindahan pembelajaran,

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CHAPTER ONE

INTRODUCTION

Background of study

Nowadays, e-learning has become common and popular among the employees. It is used as the telecommunication to transfer the education, information and training to the learner. E-learning concept has become an approach to transfer the learning at the workplace. Besides that, e-learning is a process to gain knowledge from the instructors. Defined as (Yunus & Salim, 2013) e-learning is beneficial as it encourages employees to effectively complete their task.

The presence of internet and multimedia technology has allowed everyone to communicate and interact no matter where we are located at anytime and it also enhances the development of education and training in both public sector and private sector and contributed to the new learning system which is called as e-learning (Yunus & Salim, 2013). The learner or employees can be trained and learned for their self-satisfaction and enhance their skills through e-learning.

As organizations experience problems enhancing their competitiveness by continuing to incorporate a culture of e-learning such as online training, awareness is gained as organizations seek to better serve their immediate and strategic needs for a versatile, well-trained worker (Ramayah, Ahmad, & Hong, 2012). Hence, e-learning contributes to maximization of employee's performance in organizations in order to achieve the organizational goal.

Organizations have found the significance of a new method to decrease the cost, thus e-learning method has been utilized by organizations which includes big and small organizations in order to enhance the learner's or employee's performance (Mbarek & Zaddem, 2013). Besides

that, e-learning concept has been introduced mostly in the educational institution. Mbarek and Zaddem (2013), also believe that learning has important effect on transfer whereby it would affect directly into the individual's daily routines where the knowledge acquisition is a product of the learning outcomes.

According to Oye, Salleh, and Iahad (2012), e-learning send knowledge and information through advanced technologies that involves methods which consists of systematized feedback system, computer-based operation network, video conferencing, internet and computer assisted instruction. Apart from that, e-learning helps individual's to bridge the gap between learning and work using similar technology.

Problem statement

This study was conducted to identify the relationship between e-learning which are computer self-efficacy, usability, learner-instructor communication, organizational environment on transfer of learning among employees in a public sector. Nowadays, employees need to do their work via computer through e-learning concept. Somehow, there is an issue where employee has difficult times to adapt with the e-learning concept. The main problem that as e-learning is being applied in most education centers compared to the organizations and there are many speculations regarding the future of e-learning. Based on the past research that has been done by Gitonga (2006) stated that Human Resources Development (HRD) professionals are concerned about whether the skills and knowledge they acquired during the training were transfer in the job to improve employee performance and learning transfer. According to Lim, Lee and Nam (2007) a trainee needs to have a computer self-efficacy in their individual characteristic as it is

important for the e-learning concept. The individual characteristics of self-efficacy showed that it will affect the learner's skills and performance in using the computer. Based on the past research indicates that how the characteristics of computer self-efficacy would affect the transfer of learning and training effectiveness. The behaviors towards the use of advanced technologies are related with the concept of computer self-efficacy (Khorrami, 2001). (Mbarek and Zaddem, 2013) stated that there is a positive relationship of computer self-efficacy towards e-learning. Therefore, Mbarek and Zaddem (2013), proposed that computer self-efficacy is important to increase the learner's performance and transfer of learning through the use of computers.

If the individual's do not feel satisfied with the usability of e-learning, then it would create ineffective learners which would cause the learners fail to adapt with the e-learning, confused with the e-learning and could not retain their knowledge as well as transfer of learning (Jeffels, 2011). The ability to use e-learning could be ineffectual when the learners could not understand and having difficulty to access learning information. According to Kobbenes and Folkman (2003), the implementation of usability is one of the factors in e-learning that has been ignored. This is because many other researchers only focus on the developing the application of e-learning but they did not implement the e-learning concept and the transfer of learning that leads to a major problem.

Apart from that, the past research done by Lim et.al (2007) mentioned that the achievement of e-learning and transfer of learning is rely on the qualifications and attitude of an instructor whereby it would affect the effectiveness of learners. The communication between learner and instructor should be done regularly so that the training becomes effective. Other researcher found that the lack of face-to-face communication lead to barrier between learner and instructor which causes the border between learner-instructor communications such as losing of

eye contact (Sher, 2009). In 2013, Mabrek and Zaddem stated that social interaction in e-learning could improve the communication between learner and instructor in order to get immediate feedback and decrease the feeling of isolated.

Based on the research that has been done by Yunus and Salim (2013) stated that although e-learning has been practice and adapt in the organization, however it indicated that e-learning is still cannot afford to impress the employees whereby it would cause the bad impact on the e-learning implementation. (Yunus & Salim, 2013) stated that There is no in-depth study conducted to evaluate e-learning and the transfer of learning in the Malaysian public sector, therefore, measures to evaluate e-learning in the Malaysian public sector are necessary in order to focus on ways in which e-learning could impress the interest of learners, which could lead to the transfer of learning and the effectiveness of e-learning.

Objectives

General objective

The main purpose of the study is to identify the relationship between e-learning and organizational environment on transfer of learning among employees in public sector organization.

Specific objectives

- 1 To identify the relationship of individual's computer self-efficacy in e-learning and organizational environment on transfer of learning among employees.
- 2 To identify the relationship of usability in e-learning and organizational environment on transfer of learning among employees.
- 3 To identify the relationship of learner instructor communication in e-learning and organizational environment on transfer of learning among employees.
- 4 To identify the relationship of organizational environment in e-learning on transfer of learning among employees.
- 5 To identify the dominant factor among e-learning factors in affecting the transfer of learning.

Research hypotheses

Ha1: There is a significant relationship of computer self efficacy in e-learning and organizational environment on transfer of learning among employees in public sector.

Ha2: There is a significant relationship of usability in e-learning and organizational environment on transfer of learning among employees in public sector.

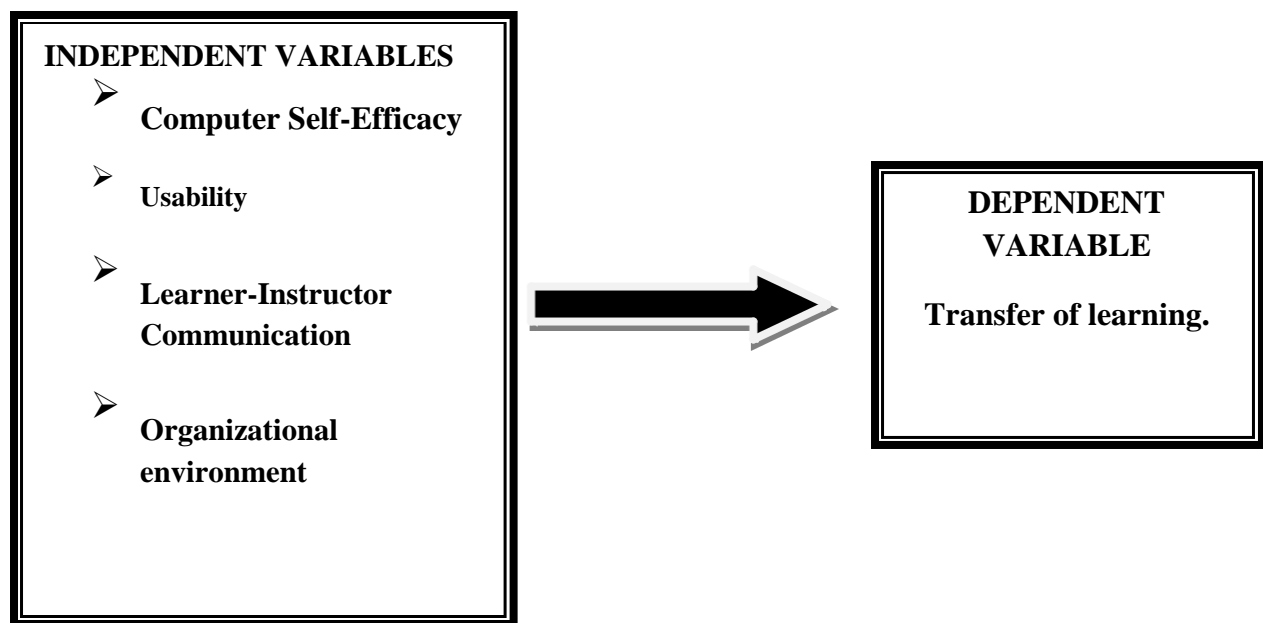
Ha3: There is a significant relationship of learner and instructor communication in e-learning and organizational environment on transfer of learning among employees in public sector.

Ha4: There is a significant relationship of organizational environment in e-learning on transfer of learning among employees in public sector.

Ha5: There is a dominant factor among e-learning factors in affecting the transfer of learning.

Conceptual framework

The purpose of this study is to identify the relationship between e-learning and organizational environment on transfer of learning among employees in public sector organizations. The conceptual framework consists of the direct relationship between independent and dependent variables. The independent variables include computer self-efficacy, usability and learner-instructor communication and organizational environment. As for the dependent variable, it refers to transfer of learning.



Sources: Adapt and adopt from Mbarek, R., & Zaddem, F.
(2013)

Figure 1. The conceptual framework of e-learning factors and transfer of learning at the public sector organization.

Significance of the study

The study was conducted to give the employees perspective on whether e-learning factors have the relationship with the transfer of learning or training. This study is important to identify whether the e-learning factors etc computer self-efficacy, usability and learner-instructor communication and organizational environment have direct influence on the transfer of learning or training effectiveness among employees.

The results of this study could be used significantly to the methodology of knowledge and research. The literature of this research might be important to future readers. Apart from that, the finding of this study could be used as a guideline for management when designing e-learning program in order to improve or increase learner's transfer of learning. Especially, for the academic intuitions itself could use the result of this study as their guideline which gives details and information to them.

Limitation of the study

In this study, there was a limitation. This research was conducted at Kuching and Kota Samarahan academic institutions. In addition, the sample of this study which is the respondents focuses only on employees in academic institutions.

In addition, in terms of the method in collecting data, this study was using a quantitative method which is through the questionnaires that was distributed to the respondents. The questionnaires were only asking about perceptions on e-learning system and some of the respondents might be biased and dishonest in answering the questions. Besides that, the total

feedback of questionnaires might be less where some of the respondents did not answer and return the questionnaires. There were 100 sets of questionnaires were distributed to the respondents.